

# Office Memorandum • UNITED STATES GOVERNMENT

TO : Assistant Director for Special Operations      DATE: 11 December 1950

FROM : Chief, Communications Division

SUBJECT: Comments on the recommendations in connection with  
organizational structure

1. In preparing the recommendations regarding the proper position for communications in the organizational structure of this Agency, consideration has been given to the following points:

(a) The communications organization of this Agency is in fact a small signal corps. It has all the responsibilities and has to meet, generally speaking, the same varied requirements which are met by the Signal Corps of the United States Army only on a much smaller scale.

(b) Communications is an operating rather than an administrative type of support and must support both operations and administration. The officer responsible for providing this support to the Agency should be a part of the operating structure of the organization. He should not be made to compete in the mind of his immediate superior with a group of individuals whose viewpoint is influenced by the difficulties inherent in administration, personnel, housekeeping and fiscal problems. He should be in a position to present his requirements and his advice directly to the officer who is responsible for the overall success of the operations of this Agency.

(c) The provision of communications support for several different offices whose requirements are often at variance requires officially recognized liaison and correspondence channels which are not involved in the execution of policies peculiar to any one office. Offices supported should be in a position to control their requirements and assure that they are met to the extent of the capacity of the Agency, but should not be involved in the control of administration and technical operations required to meet their communications needs. To do so works both to the detriment of the communications support provided and to the effectiveness of the operations of the office concerned.

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(d) It appears logical to assume that the major elements of this Agency will be set up on a theatre basis in time of war with the detailed planning and implementation of projects being conducted in the field. Because of its functional nature, communications already is organized and operates in that manner. In order to best provide policy, security, technical guidance and the logistic support required by offices responsible for communications in the theatres of operation, communications should report to the Director or the Deputy responsible for operations in the field.

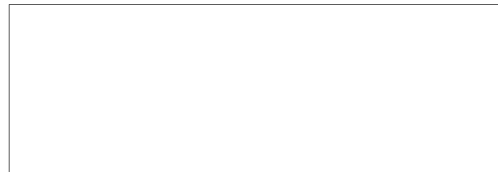
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(e) The magnitude of the organization required to support communications for this Agency is worthy of note. The present authorized T/O is  and mobilization plans now being prepared indicate a T/O of approximately  officers and men when fully mobilized. The education, experience and personality qualifications of the individuals required to make up the communications organization are quite different from those suited for other positions in the covert or overt offices of the Agency. The training, rotation and promotion policies to assure the best communications personnel should be separate from those of any one office in the Agency, and communications personnel should not be required to compete with personnel of any particular office either professionally or numerically (refers to percentages of promotion quotas, etc.).

(f) In view of the title commonly used throughout the Government to indicate the senior individual in a department or agency's communications organization, and the fact that the head of CIA's communications must be in a position to deal with these individuals on equal terms with other agencies, it is recommended that the title "Chief, Communications" be utilized regardless of the location of this office in the Agency organizational structure. Such title also serves to subordinate somewhat communications to the operational offices it serves, as Assistant Director is generally considered senior to any chief.

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